



CURRICULUM VITAE SAKE ALGRA

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Born: Joure (Fr) 01-05-1969

CEO – Managing Director
Owner A-consultancy
Writer ‘Zen in de Boardroom’ and keynote speaker

Summary

Joined HSO as of July 2022 as Managing Director for the Benelux. Focus is primarily set on business growth and operational performance improvement, portfolio change (inside out towards outside in), organizational alignment and process standardization.

From 2017 till 2022 I have led the business transformation of T-Systems Netherlands into a growing digital enabler for its Global Operating clients. Key aspects of the change were client centricity, cultural transformation and a portfolio shift (from mode 1 to mode 2).

After the acquisition of Logica (2012) by CGI towards the end of 2015 as a board member, SVP and Managing Director involved in the turn-around of the Dutch operation and organizational set-up.

As a senior manager I feel passionate about clients, people and change management, with a natural focus on operational excellence. I am a strong believer of the huge power of ecosystems to shape the future of clients and industries. By utilizing the collective knowledge, skills, insights and creativity of suppliers in the ecosystem for the single purpose of a client, collectively creating a significant greater value at greater pace.

Over the last years, in addition:

- as a non executive involved in several advisory and M&A processes;
- written ‘Zen in de Boardroom’, #1 NL management book (2020);
- acted as an ambassador of the ‘Allemaal Digitaal foundation’;
- performed various lectures and keynotes at Nyenrode, RSM and Hanzehogeschool on Leadership, Innovation, Digitization and Zen in the Boardroom.

In person

I am a business minded executive manager with a strong focus on results and driving change. The setting that suits me best is a challenging environment where the focus needs to be set on business development, combined with portfolio / innovation and leadership / cultural challenges. Being a pragmatic and structured person I like to combine dedication, focus and endurance with an energetic atmosphere to get the best out of my team(s).

Transforming strategy and vision into operations and clear actions characterizes my way of working. I feel comfortable to connect people and teams to achieve the overall goals and synergy. I have an optimistic view, not afraid to show a healthy ambition and able to utilize my (personal) network. My management and coaching style is best described as open, challenging, empowering, focused and enabling.

Humor and putting things into perspective are important in both my business and private life. I am fascinated by innovation and digitization and the opportunities this will bring. I like to spend time with my family, friends, travel, read and practice sports.

Key roles

My career has spanned multiple leadership roles in leading technology / consulting companies CMG (2002 – 2006, <75M up to 500 people), Logica (2006 – 2011, >200M, up to 3.500 employees), CGI (2012 – 2015, up to 250M with on average 3.000 members) and T-Systems (2017 – 2021, >250M, approximately 400 employees). These included local and international assignments such as Managing Director and Chairman of the Board at T-Systems NL, SVP and Managing Director CGI NL, SVP Application Services, VP Professional Services, Global SAP Practice Leader for Logica and Managing Director ERP LogicaCMG.

During my sabbatical in 2016, I founded A-Consultancy as an independent board advisor and business coach. Supporting my lecturer and investment (equity) activities.

Major achievements

1. **Strategic leadership** Over the last 15 years I increasingly focus on strategy & organizational alignment
 - initiator of several long term – turn around – plans (covering 3 – 5 years). Focusing on business development, organizational and behavioral change and portfolio assessments and shifts;
 - launched various market development plans, aligning organizational design and structures and mindset change programs (Arbinger);
 - coaching of exco members on strategic leadership and organizational development.
2. **Business development** Overall responsible board member for (new) business development within CGI, TSI and HSO, as a sales director (Logica/CMG) responsible for business growth:
 - transforming business development and account teams. Successfully doubling order entry and client base in 3 years (T-systems);
 - introducing client centricity and portfolio selling. Strategic account planning and market development driving pro-activeness and value add account management and business development;
 - strong personal engagement with top-tier clients within NL on CxO level.
3. **Change management** Responsible for several large organizational change programs:
 - initiator and driver of local and international change programs creating an outward (can do) mindset. Transforming into a client oriented company whilst reshaping the set-up and organizational structure;
 - lead architect and change manager for several transformation programs;
 - involved in various integration processes. Transformed a market or product oriented structure into a full matrix and vice versa.
4. **Operational management** Managed profitable sustainable growth to over 20% YoY increase:
 - architect and overall responsible for several back to green and growth plans, including transformation programs, operational excellence, strategic investments and cost reduction;
 - successful set-up of key action programs, focusing on clients, delivery, people and portfolio. Improving engagement and quality of business management and process standardization;
 - managed various restructuring, attrition turnaround and management development programs.
5. **Building and expanding relationships** With new and existing clients within all relevant markets on CxO level, bridging the IT portfolio towards business demands.
 - closing several major deals (+100M at Shell, MoD, Heineken a.o.);
 - as managing director involved in several large (outsourcing) opportunities;
 - initiator of CGI's experience center and T-Systems NL innovation center.
6. **Delivery** Broad experience on delivery management:
 - as business manager and senior manager accountable for complex (fixed price / date) project delivery;
 - responsible for project management and integrated delivery organizations successfully managing turnarounds and step-ups in client satisfaction and on-time / on-budget delivery;
 - certified Professional Agile Leader (PAL1).
7. **Building and expanding relationships** Part of the TSI change leadership team on strategy and client centricity, executive sponsor for accounts like Shell and Heineken. Senior lead of T-Systems Manufacturing Chapter and Global lead at Logica's SAP business.
 - closed numerous strategic deals driving portfolio change;
 - overall responsible for business development focusing on key client development & engagement;
 - sponsor of several IT related eco-systems with key partners.

Education

- Study:** **VWO, Oosterlicht College**
 Place: Nieuwegein
 Period: Sep 1981 – Jul 1988
- Study:** **Business Economics, Erasmus University Rotterdam**
 Place: Rotterdam
 Period: Sep 1988 – Dec 1991 and Sep 1993 – Feb 1996
- Organizational Management (change management)
 - Marketing management (commercial management)
- Study:** **Post Graduate Information Technology, VU Amsterdam**
 Place: Amsterdam
 Period: Mar 1999 – Jun 1999
- Study:** **MBA, Rotterdam School of Management**
 Place: Rotterdam
 Period: Jan 2002 – Dec 2003
- Study:** **Executive Program, Harvard Business School**
 Place: Boston
 Period: Apr 2016 – Sep 2017
 Jun 2018
- Study:** **Buddhist Psychology**
 Place: Amersfoort
 Period: Sep 2017 – May 2018
- Study:** **Professional Agile Leadership - PAL**
 Place: Utrecht
 Period: Aug 2021 – Oct 2021
- Study:** **Supervisory Board Cycle, Nyenrode**
 Place: Breukelen
 Period: Jan 2022 – May 2022

Interests

- Professional: Change- and organizational management, strategy, innovation and digitalization, marketing and client development
- Personal: Daughter (21) and son (18)
 Sports (fitness, golf, tennis, football, skiing and scuba diving)
 Travel, movies and music.

